



CENTER SCENE

Keeping People Safe and on the Job

How can agencies discourage unsafe employee behavior and actions? And, when workers are seriously injured and perhaps partially disabled, what is the best approach for restoring them to health and productivity?

These and numerous other issues were discussed at the Department of the Interior's Conference on the Environment and Safety hosted in April at Colorado Springs. The meeting provided the opportunity to meet and exchange information on safety and health technology, as well as addressing the clean-up, damage assessment, and restoration of public lands.

The safety aspect of the conference this year focused on the DOI Strategic Safety and Health Plan. This plan talks about improving employee communications, recognizing innovative safety personnel, setting up a clearinghouse for resource sharing and accident reduction, and managing Workers' Compensation costs.

The session on the Strategic Safety and Health Plan was chaired by Claudia Schechter, the Department of the Interior's Designated Agency Safety and Health Official (DASHO). Status reports from the various Implementation Teams were pre-

sented, with the emphasis on new and better ways of managing safety programs.

Two sessions of particular interest were related to Workers' Compensation. The Bureau of Reclamation presented a short program on how they have set up a structured Return to Work program for injured employees at the Lake Mead Recreation Area. This program has reduced Reclamation's workers' compensation costs dramatically by encouraging injured employees to get back to work instead of having to sit at home doing nothing. The structured Return to Work program:

- Establishes the "return to work" expectation
- Responds immediately to the injury
- Expedites the employee's return to work, using medically appropriate tasks
- Maintains work conditioning, both physical and mental
- Reduces "fears and unknowns" by having a formal, structured program in place
- Decreases lost work days
- Reduces medical treatment
- Resolves claims faster

Under the Return to Work program, when an agency seeks to get a person back

to work, they look at what that person can do and then create a light-duty job around those capabilities. The main point is to get the person back to work as soon as possible after the accident.

Another session was a program on strategies for discouraging unsafe employee behavior. This presentation was prepared by the U.S. Bureau of Mines to show how to encourage employees to adopt self-protective behaviors and to avoid unsafe acts. Four strategies were considered: (1) incentives, (2) employee surveys, (3) fear-based communications, and (4) disciplinary actions.

Each strategy was described and research findings concerning its effectiveness and limitations were summarized. The best strategy is the use of employee surveys, followed by the use of incentives. The two other strategies should be used only as a last resort.

There were also sessions on ergonomics and Posture Coding Systems, which are used to determine the potential for ergonomic or musculoskeletal problems. Yet another interesting session was presented on Indoor Air Quality.

Employee Awards

SC and DW employees approved for awards between April 18 and May 16

Performance Awards

Judy Bowers	DW-110
Kristina Campbell	SC-610
Michael Marchase	SC-215
Kenneth Morin	SC-210
Elaine Sawall	SC-610
Victoria Smith	SC-610
Dondi Sutton	SC-610
Kevin Woolums	SC-610
Janet Youngdahl	SC-212
Kimberly Zietz	SC-610

Special Act Awards

Margaret Mech	SC-510
Janet Poorman	DW-103

Personnel News

New Employees:

Barbara Smith, Voucher Examiner,
SC-616
Mark Logsdon, Computer Clerk,
DW-133

Separations:

Siobhan Berry, Employee Relations
Specialist, SC-632

A LOOK INSIDE

National Applied Resource Sciences

Center—Almost Ready to Launch 2
Potluck Welcome Given to New AD 3
Service Center to Get Latest Phone

Technology 3

National Human Resources Management
Center—Gearing Up to Provide

Support 4

Reaching Out to Our Children 4

Hispanic MOU Produces Results 5

National Business Systems Center—

Building on a Strong Foundation 6

BLM Social Science Takes a Front Row
Seat 7

Our Future in Our Own Hands:

Preparing for the Big Move! 8

New Division Chief Takes the Reins in
IRM 8



National Applied Resource Sciences Center Almost Ready to Launch

N

*Ed. Note: This article recaps events that have occurred over the past 8 months in an attempt to tell the overall story clearly and concisely. Past issues of **Center Scene** have provided pieces of the puzzle; this article presents a more complete picture.*

A

In late summer of 1994, the National Applied Resource Sciences Center asked employees to help design a new organization from the ground up. Teams were set up to examine and evaluate customer needs, linkages and relations with other organizations (other agencies, universities, private industry groups, etc.), the skill mixes available and needed, organizational structure, the mission and roles of the new Center, standard operating procedures needed, and the working environment.

R

The basic criterion being used by all teams has been that anything they come up with must help in providing top-notch customer service. Each team consists of several employees and a management team representative to provide assistance and keep the other managers informed of progress. Forty out of the 130 employees in the new Center volunteered to serve on the seven teams and were given the time they need to do the job right.

S

All of the teams have been very productive. The Customer Needs Team surprised everyone when they surveyed employees and found that some 460 team projects and 800 individual efforts were being worked on. No one had any idea that the workload was so large or complex. The team also discovered that many employees and managers in field offices had no idea what the Center did for them, even if current projects were underway in their offices.

C

Having a vision that employees understand and support helps to ensure that everyone is working toward

common goals and can be the key to an organization's success. Taking their cue from the identified customer needs and network of relationships with both internal and external entities, the Mission and Roles Team developed a vision statement that emphasizes customer service: "The National Applied Resource Sciences Center is committed to meeting the needs of customers from throughout the Bureau. The Center is responsive to changing customer requirements, and products and services provided by the Center are in support of customer requests."

Based on an analysis of customer and linkages data, as well as a close look at BLM's Corporate Agenda, the team derived five primary roles for NARSC. These consist of the following:

- **scientific & technical consulting:** providing assistance and advice on natural resource subjects, helping to develop and provide training, identifying research needs, assessing research results, and providing scarce skills.
- **information exchange:** collecting, assimilating, synthesizing, and disseminating scientific and technical information.
- **production:** providing products, services, and specialized tools/equipment to support on-the-ground activities of customers in resource areas, districts, and states.
- **analysis and assessment:** responding to customers' requests to analyze and assess land management issues; integrating the social, economic, and environmental aspects of ecosystem management.
- **systems:** designing resource systems for customers' use in assessing, documenting, and monitoring ecosystem conditions; promoting data sharing.

The Work Environment team distributed a survey asking employees for suggestions on fostering trust, employee "buy-in," and accountability to create the best possible psychological environment for everyone to work in. Results are now being compiled and analyzed.

Perhaps some of the most interesting and creative work has been done by the Organization Team. This team examined a number of alternatives to traditional hierarchical and bureaucratic structures.

In a preliminary report, six alternatives to traditional organizations were examined. One involved using the existing structure but adding temporary, self-directed project teams to improve work processes and the flow of work. Another, the product-oriented alternative, grouped employees according to the products provided. For example, all database user representatives would be grouped together because they all support field office requests for assistance with BLM database software and help to revise or develop new software packages.

A geographic-oriented alternative proposed grouping employees on the basis of geographic responsibilities. This would allow employees to focus on the needs of customers in a specific area, such as an ecoregion.

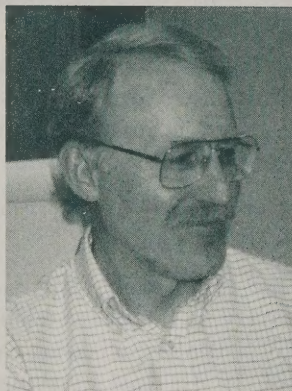
A "dynamic constellation" alternative involved chartering teams for the life of various projects and creating clusters of employees with common interests who would be free to interact within or across project teams. A matrix organizational structure proposed having employees report to both product and functional managers. Finally, a multi-focused hybrid proposed setting up a three-in-one organizational structure that would allow employees to be self-

continued on page 3

Potluck Welcome Given to New AD

N On May 4, the soon-to-be NARSC staff hosted a potluck for Maitland Sharpe, the new Headquarters Assistant Director for Resource Assessment and Planning. Maitland is the primary Assistant Director that NARSC will be reporting to.

A Maitland came to the Bureau after serving as the Executive Director of the Izaak Walton League, a conservation organization that has been around for many years. He has



Maitland Sharpe

The result was a shared understanding of NARSC's commitment to customer service.

worked on national resource issues for 24 years and advocates a management style that is informal, flexible, and team-oriented.

Maitland spent 3 days carefully reviewing the proposed NARSC organization and meeting employees on the various staffs.

In remarks delivered after the potluck meal, Maitland observed that we BLMers have no difficulty at all in "walking our talk." BLM employees are hard-working people who get the job done right.

The problem is that we aren't so good at letting others (Congress, interest groups, and the public) know of the good work we are doing. We need to get better at "talking our walk."

Based on Maitland's positive remarks regarding the quality of the NARSC proposal and staff, it appears that the new Center is off to a good start.

NARSC—Almost Ready to Launch (*continued*)

S directed and enable the Center to be adaptable, effective, and customer oriented.

C This last alternative, with some modifications, became the proposed organization structure after employees voiced their opinions. A second round of review resulted in still further refinements, based on input from all-employee meetings, on written comments, and on management concerns.

The final proposal agreed upon establishes the administrative groups around the five primary NARSC roles, as well as three labs for information and communication; geographic information; and facilities planning, designing, and engineering. These laboratories will provide a creative and innovative environment for employees and others to collaborate on their work.

Formal teams will be set up for large projects, and three workflow

coordinators will help keep things running smoothly. These coordinators will screen incoming work to prioritize it, evaluate the initial skill mix needed, and determine other resources needed to do the work.

Despite some rough spots in the road, the final organizational structure reflects the best combined efforts of every single employee and manager. It is customer oriented and will be open to continuous evolution as needs and realities change.

Service Center to Get Latest Phone Technology

The Service Center is about to take a giant leap forward in terms of its telephone technology. And all of us as employees will benefit.

The phone changes will involve upgrading all of the 400 or so voice lines the Bureau currently uses on the Federal Center to digital

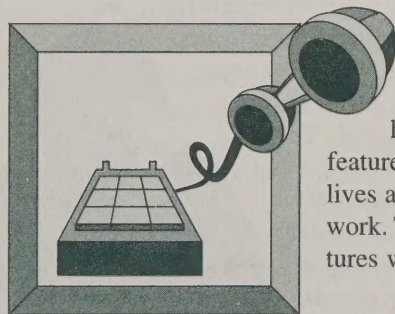
service. All Service Center and Denver Washington employees will get new digital phones as part of this process.

The new digital phones will provide a host of state-of-the-art features that will make our lives a little bit easier here at work. These services and features will include speed dial,

last number redial, one button call forward, one button call transfer, and on-hook dialing. In addition, the move to the digital switch will allow us to use voice mail.

This switchover to a digital phone system will improve service. It will also reduce maintenance costs when compared to our current system.

Stay tuned over the next few months for additional details.



National Human Resources Management Center Gearing Up to Provide Support

N The National Human Resources Management Center (NHRMC) is gearing up both to provide operational support to all three Centers and to support field offices in a variety of ways. A number of operating personnel programs will be centralized and streamlined, reducing staffing needs.

H The NHRMC will not only enable BLM to do "more with less"; it will also allow BLM to approach human resource management from a new perspective. Specifically, the new Center will:

- Focus on assisting states in strategic planning efforts.

- Develop, modify, or implement human resource systems that are simple, responsive, flexible, needs-oriented, and cost-effective.
- Implement new human resource automation tools.

The restructuring of the WO Division of Personnel and establishment of NHRMC resulted in a reduction of 21 FTE and a savings of \$400,000 in salary costs.

Both BLM and the Department have taken a number of steps to streamline human resource management, and the new Center has played an active role in these efforts, e.g., the DOI implementation of an automated

classification/staffing system and the complete rewriting of the BLM merit promotion plan. BLM's merit promotion plan was reduced from 50 pages of regulations to just 6 pages.

The Service Center took the lead in developing BLM's "HRM Blueprint for the Future," which addressed the key policy issues that have to be decided in order to move towards a more effective organization.

In conjunction with NIFC and the DOI Health Service, NHRMC is in the process of streamlining internal procedures for law enforcement and firefighter physicals. Changes are expected to result in significant savings of time and effort.

Reaching Out to Our Children

M This year's Take Our Children To Work Day was a rousing success! The 36 students who attended were able to spend time both with their parents and with Service Center employees working in a career area they were interested in exploring further.

C Students learned about geology, range inventory, remote sensing, the library, cartography, and landscape architecture. Two students, Justin Martz and Melissa Grevel, spent the afternoon with photographer Herman Weiss, who works as a visual information specialist with the Technology Transfer staff. Justin and Melissa took the photographs of the afternoon's activities.

Two other students spent time with Technology Transfer writer-editors Linda Hill and Bob Woerner. Part of their shadowing experience involved writing a newsletter story describing the day. Their stories appear below.

Take Our Children To Work Day

by Tricia Weyler (age 10)

It was early morning on April 27, and all the children got up early because they were excited about "Take Your Children To Work Day." When I got up early this morning I was very excited to come to the BLM to work with my mom and other workers.

When all the children arrived at the BLM we had a welcome breakfast which was followed by a speech about what BLM is all about by Larry Bemby. After our welcome breakfast all the children were given the opportunity to work beside their parents. While I was working beside my mom she taught me how to use the fax machine, and then she taught me

how to use E-mail, and when my mom's boss, Monte Jordan got off the phone from a conference call I got to meet him.

After we got to work side by side, we got to see movies and commercials made by BLM. After that we had a speaker on aerial photography, and that was interesting to me. Then after that we had a firefighter come in and talk to us about some of the equipment that firefighters need. Then a person named Anna talked to us about kayaking, and then did a little demonstration on how to get in to the kayak and out. Then after that we went into the computer lab and we prac-

ticed how to E-mail, and then we got to send E-mail to one another.

After the kids went to lunch with their parents we came back to the Service Center and we got together with the person that we were going to be shadowing.

The person I



Aspiring photographers Justin Martz and Melissa Grevel

Hispanic MOU Produces Results

N The Memorandum of Understanding with the Hispanic Coalition, which was signed last summer, is starting to bear fruit. The Coalition includes National Image, Inc.; the League of United Latin American Citizens (LULAC); the U.S. Hispanic Chamber of Commerce; the American G.I. Forum; and numerous other organizations.

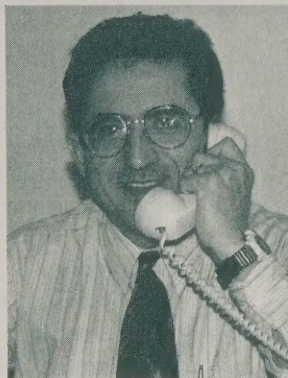
A number of employment actions have been taken. These include:

- Preparation of a new Merit Promotion and Placement Plan.
- Expanded distribution of the weekly summary that lists DOI Employment Opportunities.
- Consideration of volunteer and community involvement experience in some vacancy announcements.
- IPA assignment of a Hispanic male to the American G.I. Forum.
- Selection of the first Hispanic female District Manager in BLM.

- Selection of the first Hispanic Associate State Director.

Field offices are beginning to identify MOU representatives to help implement provisions of the MOU on a local basis.

Progress has also been made in procurement issues. The Bureau and the U.S. Hispanic Chamber of Commerce met to discuss training and technical assistance for local Hispanic Chambers of Commerce. Several instruction memorandums and information bulletins have dealt with diversifying participation in BLM procurement efforts. A 1-day procurement outreach conference is being planned, and an informational brochure on how to do business with the Bureau has been drafted.



Roger Molinar

Finally, a series of performance measures have been developed to ensure that the MOU stays on course and produces meaningful results. Objectives, costs, implementation strategies and time-tables, performance indicators, and achieved dates are all covered in a comprehensive document that addresses all

facets of the program.

Roger Molinar, a National Human Resource Management Center staff person and a key player in implementing the MOU, is excited about the potential and accomplishments to date of the Hispanic MOU. And he plans to keep the momentum going over the next few months.

Reaching Out to Our Children (continued)

C shadowed was a writer in the Service Center. When I got into Linda's office we talked together about any of the questions that I might have had, and then Linda took me to the graphics office and we got to look at some of the stuff that writers print out. Then I got to meet Janine, and she showed me some slides with words on them! I thought that was kind of weird for slides. And then Linda let me have a poster out of the graphics office. Then we came back to Linda's office and I started to write this article.

At the end of the day we got back together and we had snacks and talked together and Monte Jordan wrapped up the whole "Take Your Children To Work Day." Today was an exciting day for me, because I got to see what my mom does in her job, and what some other people do in their job. I think this was a fun day, and not just because it got me out of school, but because it taught me some inter-

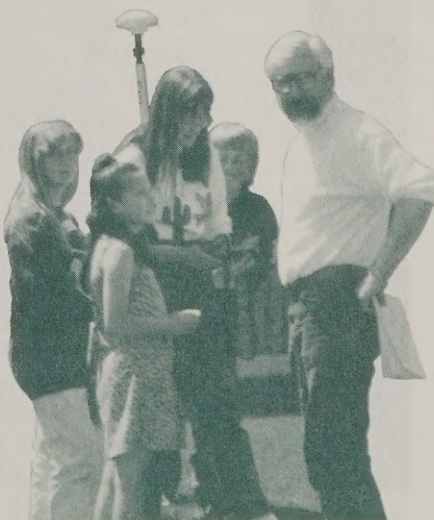
esting facts like, Jurassic Park the movie was filmed on part of BLM's land property.

Take Our Children to Work Day

by Perlita Quinones (age 12)

Today was filled with excitement and activities. Many kids between the ages of 7 to 15 came to Take Our Children to Work Day. BLM employees came and talked to us about issues such as: toxic waste, fire fighting, and what the BLM is truly about.

We were able to spend time with our parents/grandparents and see and learn more about their jobs and what it's like. Later in the day, we were able to spend time with adults who shared our interests. I, for one, have a high interest in writing. I learned a lot from the writer/editor I was paired up with; for example: how to write and edit a script, as well as a brochure.



Jim Turner and friends

National Business Systems Center *Building on a Strong Foundation*

N

The effort to set up the new National Business Systems Center (NBSC) got off to a great start with the 3-day workshop held at the Regency in late February. The workshop emphasized moving to a customer-driven organization by organizing around customers and processes.

B

The overall message was, "Try to look at the world differently than you have been, i.e., through the customer's eyes." The aim was to get everyone involved not just in fixing existing work processes, but rather in creating innovative, customer-based processes based on wholly new paradigms and perceptions.

S

The Service Center's Division of Finance had already been reinventing their work processes for almost a year when the workshop came along, and has some impressive accomplishments to point to. For example, after completing a 1-year pilot program, the Division began a phased implementation of distributive data processing under the Federal Financial System (FFS). This will ultimately allow field staff to enter their own data and will save a lot of time and effort.

C

Perhaps even more important, field offices will no longer have to maintain "cuff records" and will be able to receive accurate and timely financial information with "real time" accessibility. Late payment interest and penalties and foregone discounts because of payment delays will also be reduced.

Other process improvements include implementing an Automated Clearing House for vendors, simplifying the entire travel process (including streamlining GSA regulations), and supporting field office use of the Travel Manager software.

These and other steps, when added together, will ultimately enhance the efficiency of BLM's Finance staff, saving both time and money. And all

of this occurred *before* the complete retooling of finance to form the new National Business Systems Center!

The first step of this retooling process was the establishment of five employee teams structured around 104 work processes previously identified by a Best Practices Team. Employees asked, "Is there a customer for this process? Is this process meeting a real customer need? Is there value added by this process? Or is it merely being done to meet an internal requirement that is not really necessary?"

The five teams used a template that first required developing a mission statement for each process. Two worksheets—one for customers and one for stakeholders—were then filled out to determine customer/stakeholder characteristics and requirements, along with performance indicators. A data availability worksheet and work process diagram completed the picture.

The task of analyzing all of this data now falls to an Implementation Team and five subteams: two for human resource management issues, one for logistics (space, LAN issues, etc.), one to address funding concerns, and one transition team to put everything together at the end. A total of 50 employees volunteered for these teams.

Employees involved with the Procurement side of the Business Systems Center have also been busy reinventing themselves. The Procurement staff quickly realized that the current paradigm for providing acquisition services in BLM is based primarily on traditional organizational design. So they set about to develop an approach based on customer satisfaction, seeking to engineer the most efficient and cost-effective process possible.

In a pivotal document entitled "Building a Customer-Driven Acquisition Organization," the procurement staff has proposed a "fundamental rethinking and radical redesign of the ac-

quisition processes to achieve dramatic improvements in cost, quality, capital, service, and speed." The guiding force is Michael Hammer's book, *Reengineering the Corporation*.

Several "givens" are guiding the reengineering effort:

- Moving to a customer-driven organization.
- Organizing the Center around customers and processes.
- Changing the roles of managers, supervisors, and teams.
- Maintaining a supervisory ratio of 1:15 or better.
- Setting up subteams organized around teams and processes.

The procurement staff is analyzing two types of customers: internal to BLM and the external general public. Internal and external "stakeholders" (parties with a vested interest in the outcomes and efficiency of the acquisition process) are also being addressed. Finally, suppliers are being included to ensure that all of the players are represented in the reinvention effort.

The next step is to determine what everyone expects from the acquisition process in terms of products and services and how to measure success in meeting expectations. Surveys and historical information are to be used to analyze work processes, challenging each step that does not add value in some way. If funds are available, a noted outside expert will review the results and help in choosing the best process and organizational structure.

Once the new system is in place, regular surveys of customers, stakeholders, suppliers, and processors will be conducted to ensure that everything is working optimally. The new organization and process should be decided by August 1995 if all goes according to plan.

BLM Social Science Takes a Front Row Seat

The move to convert BLMers into knowledgeable social science aficionados has begun. The BLM Corporate Board enthusiastically received a briefing by SC Director Larry Bemby and Jeff Zabler, BLM's new Chief Economist, in early April on a proposal to strengthen the role of social science in BLM.

The Board unanimously gave the proposal a green light, and work has already begun.

The initiatives should occur this fall, with final reports out around year's end.

Shortly after Jeff Zabler's arrival at the Service Center, a brainstorming meeting was held on how social science can help BLM management effectively address "people" issues. Zabler and Joan Trent, Montana State Office sociologist, co-chaired the meeting. Joan had been asked by the Deputy Director to work with the SC to raise the profile of Sociology in BLM.

Other attendees were Wendy Faversham, Montana SO economist; Don Heinrichsen, Casper DM; Frank Cooney, another of the BLM's rare sociologists; Marilyn Nichols, WO recreation team leader; and the SC's Karla Rogers, an economist.

The group recognized that disciplinary barriers were hurting BLM's understanding of issues, and not just those with social science implications. They decided to take a broader social science approach, uniting the social sciences that affect the lives of BLM's constituents—namely, economics, sociology, and political science. They also agreed to integrate the "customer service" approach into the social science strategy.

If the public is demanding improved management from BLM, and it is, then presenting the social sciences as tools that can address the needs of these "customers" and "stakeholders" will be a winning strategy. Zabler's recent role as Director of BLM's National Performance Review Office has made him a true believer that customer service ought to be the principal driver of BLM's mission.

BLM traditionally has focused primarily on the resources themselves, at times not adequately attending to those who own those resources, who care about and use them. While the resources are the "factory" that produces benefits for those tax-paying voters who own



Jeff Zabler

them, BLM employees cannot, as public servants, ignore the owners and stakeholders they are duty bound to serve.

As a result, there is no alternative but to find out what the owners want from the resources and from us as managers and public servants. The challenge is to act in concert with other managers and our customers to meet those needs. BLM must meet those needs now and also plan to meet what

ever needs there will be in the future.

This view, recently forced to the front burner by a vocal electorate, demands information, skills, and tools that only the social sciences can provide. Decisionmakers will not be successful and will not be able to survive without them. Social scientists will have to become partners in land management with decisionmakers if they are to deliver the benefits of social science in usable and directly applicable form.

The strategy devised by the group of social scientists who met at the SC begins this process by holding several focus group meetings between BLM managers and social scientists. There may also be room at the table for non-BLMers. Their task will be to talk about their common problems and the challenge of addressing them: how to best work together to understand the issues, how to develop the best options for the customer and the resources, and how to deliver the goods; i.e., what works and what doesn't?

Group members will have to explore how to get the job done together, given that no one person has the resources to do the job alone. The product will be a report that provides initial advice on how to integrate social sciences, working together up front to identify the full spectrum of wants and needs and then crafting alternatives that deliver.

There also will be a workshop to identify recent, current, and proposed social science research. One product will be a reference digest on what research information is available. Another will be guidance on what works and what does not, both in terms of the subject matter of research and the factors that bear on its effectiveness (accurate need specification, product design, and delivery system).

Finally, there will be a modern-accessible bulletin board. It will provide a data base directory of social scientists inside and outside government that can be sorted by affiliation, location, and information on specialties and also will serve as a forum to exchange social science information. BLM will spread the word of the bulletin board's existence, inviting social scientists or others to not only access it but also to add to it and keep it updated.

Prior to the creation of the National Biological Service (NBS), former BLM Director Cy Jamison had put Zabler in charge of the effort to create BLM's own research center. Though NBS has preempted that project, Zabler has brought many ideas pro-

duced by his research center team into this social science initiative. As he says, "Never throw away your files. As Eastern philosophy has observed, the wheel of life ensures that you eventually will see the same issues reappear as if by magic."

The opportunities for collaboration have never been better. Over the last few years, numerous grass roots alliances have formed around the preservation of communities and lifestyles, the impacts of growth on emerging and dying industries, population trends and settlement, and the explosion of leisure use. BLM's

usefulness, indeed its survival, now depend on mating natural science with the strong people skills that come from social science.

If BLM can make customers happy, it will have moved from an all-too-frequent defensive posture to being a welcome partner in the solution. Social science will help.



Karla Rogers

Our Future in Our Own Hands: Preparing for the Big Move!

by Mimi Hillen

Move. Again? My stomach started flip-flopping . . . when I understood the extent of our reorganization, I almost got sick.

A total of 143 fellow NARSC employees are going to be moved, including the Library. *Some may need to move twice.* Twenty-four Mapping Sciences people will move from Building 40 to Building 50, and 42 IRM staff will move to Building 40 almost simultaneously.

Approximately 69 workstations in the west wing's old Computer Applications area will have to be disassembled, inventoried, and reinstalled to accommodate SC-650 Admin/Procurement staff from 390 Union, along with those cleared from the IRM area. Then the domino effect begins. Approximately 34,350 square feet will be impacted by the NARSC move alone, along with 8,200 square feet for Business Practices and 3,200 square feet for ALMRS.

We all have a tendency to expand our work areas when allowed; we're all human. But if we don't reduce our space, it could mean that we or our coworkers will lose their jobs to RIFs. Management knows this, and we need to acknowledge this reality ourselves.

The bottom line is that we will save in excess of \$700,000 over the lease term by relinquishing the 390 Union office space. Think of how much training or travel or equipment, or jobs, that money will buy.

Over 10,000 square feet are currently vacant in Building 50, while another 30-40,000 square feet are poorly utilized. With the cost of leased space running so high and our ever-tightening budget, we can't afford this waste of space.

Tough decisions are being made based on cost-effectiveness, the goal being to have the least amount of impact on all of us. Speaking personally, I really don't want to move myself, especially not after I finally got a desk by a window!

A space team has been created with a representative from each National Center to review and determine the boundaries for each of the Centers. Almost every-

one will be reduced in space by 20 to 25 percent, but we will be more *efficient*.

Between \$70-100,000 has been set aside for the moving budget, and we are exhausting other avenues to find more if needed. The Denver Washington (DW) group has offered to trade money in kind for systems workstations to house their staff relocation.

The space planning function for NARSC will take approximately 30 work days at best, not including Business Practices or DW. It will require 9 continuous weeks of phasing the physical move if requisitions, coordination, deliveries, installations, and approvals all fall in place. Initial moves must start August 1 to meet the September 30 deadline. The 390 Union lease will be terminated November 14, 1995. Over \$200,000 worth of systems furniture from SC-650 will be reutilized for portions of NARSC, and additional deals may be possible with other agencies that are downsizing.

We need your help in defining the final scope of this organization. The location, content, and interrelationships to

the new *Labs* are of utmost importance in beginning the space layout. You and your supervisors need to be defining requirements *now*. Individual workstations will be based on job function and individual needs, within limits imposed by the configuration and characteristics of Building 50.

The NARSC Work Environment team recommended hiring an outside expert to help with the reorganization process. We have asked management to hire an outside contractor to help us identify our needs, coordinate facilities plans, and provide any transitional guidance needed regarding social and cultural changes.

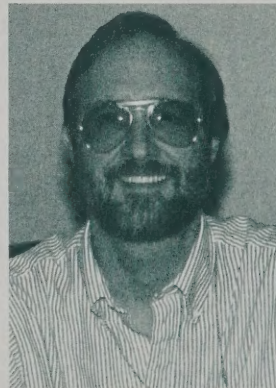
Larry Bembry has stated that "we hold our future in our own hands." This can be seen as a challenge to work together to have a better facility, an environment we can all be proud of and be more productive in. We have been empowered to create a new work environment, but one space planner cannot do this alone. This is a team effort; we will all succeed or fail together.

New Division Chief Takes the Reins in IRM

David Shaffer is the new chief of the Service Center's Division of IRM. He manages a staff of 14 that is responsible for local LAN and PC support, telephone services, and the Service Center's RS/6000-AIX training room.

The Division is working on several large projects right now. These include the upgrading of LAN service and PC systems prior to the division of the Service Center into the three Centers, and the changeover to digital phone service this summer (see related article on page 3).

David has worked for the Bureau for 15 years. He began his career with the



Dave Shaffer

Bureau as a wildlife biologist in the Phoenix District Office in the early 80s. Wildlife inventories kept David busy those first few years.

David then moved to the Service Center to work on the Integrated Habitat Inventory and Classification System (IHICS) program, switching to the computer specialist series in the process. He served his time in the Washington Office and

then returned to the Service Center to work on the ALMRS Request for Proposals (RFP) and the ALMRS contract.

David is married and has three sons. He is active in scouting, his church, and his sons' school activities.